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Changing Workplaces to Reduce Work-Family Conflict: Schedule Control in a White-Collar Organization

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Table S-A: Description of Scales Used as Dependent Variables in Analysis

Scale	Source	Variable Description	Wave 1 Item Factor Loadings	Wave 2 Item Factor Loadings	Cronbach's Alpha	KMO Sampling Adequacy	Sphericity Test		Goodness of Fit Test		Range
							Chi-Sq.	D.F.	Chi-Sq.	D.F.	
Work-Time Control Scale	Thomas and Ganster 1995	How much choice do you have over when you take vacations or days off?	0.410	0.607							
		...when you can take a few hours off?	0.572	0.750							
		...when you begin and end each workday?	0.794	0.802	Wave 1:	Wave 1:	Wave 1:		Wave 1:		
		...over doing some of your work at home or at another location?	0.648	0.725	0.783	0.764	1196.86 ***	21	263.39 ***	14	
		...the amount or times you take work home with you?	0.457	0.603							
		...shifting to a part-time schedule if you wanted to do so?	0.368	0.465	Wave 2:	Wave 2:	Wave 2:		Wave 2:		
		...the total number of hours you work each week?	0.764	0.744	0.850	0.826	1722.29 ***	21	250.99 ***	14	1 - 5
Work-Family Conflict Scale	Netermeyer, Boles, and McMurrian 1996	The demands of my work interfere with my home and family life.	0.874	0.892	Wave 1:	Wave 1:	Wave 1:		Wave 1:		
		The time my job takes up makes it difficult to fulfill my family responsibilities	0.905	0.913	0.929	0.892	2400.98 ***	10	31.31 ***	5	
		Things at home do not get done because of the demands of my job.	0.865	0.869							
		My job produces strain that makes it difficult to fulfill family duties.	0.858	0.837	Wave 2:	Wave 2:	Wave 2:		Wave 2:		
		Due to work, I have to make changes to my plans for family activities.	0.747	0.788	0.934	0.900	2425.27 ***	10	20.24 **	5	1 - 5
Negative Work-Family Spillover	Grzywacz and Marks 2000	Has your job reduced the effort you can give to activities at home?	0.572	0.606	Wave 1:	Wave 1:	Wave 1:		Wave 1:		
		Has stress at work made you irritable at home?	0.826	0.800	0.829	0.773	985.38 ***	6	39.6 ***	2	
		Has your job made you too tired to do things that need attention at home?	0.781	0.835	Wave 2:	Wave 2:	Wave 2:		Wave 2:		
		Have job worries or problems distracted you when you are at home?	0.803	0.761	0.833	0.785	944.07 ***	6	26.41 ***	2	1 - 5
Work Schedule Fit	Barnett, Gareis, and Brennan 1999	Taking into account your current work hours and schedule, how well is your work arrangement working for you?	0.842	0.835	Wave 1:	Wave 1:	Wave 1:		Wave 1:		
					0.859	N.A.	562.11 ***	1	N.A.	N.A.	
		Taking into account your current work hours and schedule, how well is your work arrangement working for your family or personal life?	0.833	0.824	Wave 2:	Wave 2:	Wave 2:		Wave 2:		
Time Adequacy	Van Horn, Bellis, and Snyder 2001 & Becker, Stuifbergen, Soo Oh, and Hall 1993	To what extent is there time to get enough sleep/rest?	0.696	0.693							
		...Be by yourself?	0.735	0.752							
		...Socialize?	0.748	0.802							
		...Keep in shape?	0.691	0.692	Wave 1:	Wave 1:	Wave 1:		Wave 1:		
		...Prepare or eat healthy meals?	0.684	0.733	0.902	0.904	2140.58 ***	36	223.13 ***	27	
		...Participate in civic groups or be active in your community?	0.715	0.710							
		...Nurture your spiritual and/or creative side?	0.769	0.743							
		...Complete housework and chores?	0.715	0.728	Wave 2:	Wave 2:	Wave 2:		Wave 2:		
		...For your family to be together?	0.607	0.628	0.911	0.906	2060.77 ***	36	213.38 ***	27	1 - 10

* p<.05; ** p<.01; *** p<.001 (two-tailed tests).

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Table S-B: Description of Scales Used as Independent Variables in Analysis

Scale	Source	Variable Description	Wave 1 Item Factor Loadings	Wave 2 Item Factor Loadings	Cronbach's Alpha	KMO Sampling Adequacy	Sphericity Test		Goodness of Fit Test	
							Chi-Sq.	D.F.	Chi-Sq.	D.F.
Psychological Job Demands	Belkic, Landsbergis, Schnall, and Baker 2004	I do not have enough time to get my job done.	0.694	0.687						
		My job requires very fast work.	0.531	0.572	Wave 1:	Wave 1:	Wave 1:		Wave 1:	
		My job requires very hard work.	0.548	0.572	0.759	0.799	741.24 ***	15	56.67 ***	9
		My job requires excessive work.	0.704	0.639						
		My job involves conflicting demands.	0.520	0.529	Wave 2:	Wave 2:	Wave 2:		Wave 2:	
		I have many interruptions and disturbances in my job.	0.517	0.492	0.755	0.807	719.15 ***	15	52.74 ***	9
Decision Authority	Karasek 1985				Wave 1:	Wave 1:	Wave 1:		Wave 1:	
		On my job, I have very little freedom to decide how I do my work.	0.466	0.441	0.643	0.629	244.86 ***	3	244.86 ***	3
		I have a lot of say about what happens on my job.	0.650	0.616	Wave 2:	Wave 2:	Wave 2:		Wave 2:	
		My job allows me to make a lot of decisions on my own.	0.729	0.707	0.609	0.619	204.84 ***	3	204.84 ***	3
Skill Discretion	Appelbaum, Bailey, Berg, and Kalleberg 2000 & Quinn and Staines 1978									
		My job requires that I learn new things.	0.593	0.647						
		My job involves a lot of repetitive work.	0.470	0.366	Wave 1:	Wave 1:	Wave 1:		Wave 1:	
		My job requires me to be creative.	0.720	0.711	0.756	0.809	781.16 ***	15	49.19 ***	9
		My job requires a high level of skill	0.600	0.570						
		I get to do a variety of different things on my job.	0.680	0.675	Wave 2:	Wave 2:	Wave 2:		Wave 2:	
Manager Support	Cameron and Quinn 1999	I have an opportunity to develop my own special abilities.	0.495	0.593	0.755	0.815	804.87 ***	15	46.95 ***	9
		To what extent does your manager... Really care about your well-being?	0.707	0.682	Wave 1:	Wave 1:	Wave 1:		Wave 1:	
		...Taken the time to learn about my career goals and aspirations?	0.954	0.935	0.871	0.760	1377.61 ***	6	79.56 ***	2
		...Has actively helped me prepare for my next career move.	0.842	0.873	Wave 2:	Wave 2:	Wave 2:		Wave 2:	
		... Listens to me and considers my opinion?	0.649	0.695	0.877	0.776	1356.22 ***	6	57.01 ***	2
Supportive Organizational Culture	Allen 2001 & Patterson, West, Shackleton, Lawthorn, Maitlis, Robinson, Dowson, and Wallace 2005									
		Work should be the primary priority in a person's life.	0.500	0.515						
		The way to advance is to keep nonwork matters out of the workplace.	0.332	0.397						
		Employees who take time off for personal matters are not committed to	0.545	0.556						
		Employees have opportunity perform their job and their personal	0.452	0.389	Wave 1:	Wave 1:	Wave 1:		Wave 1:	
		It is assumed that productive employees are those who put work before	0.803	0.782	0.802	0.847	1439.58 ***	36	204.83 ***	27
		The ideal employee is one who is available 24 hours a day.	0.656	0.614						
		Managers pay more attention to the quality of work than to how many hours	0.406	0.459						
		You are considered a more valuable employee if management sees you	0.670	0.726	Wave 2:	Wave 2:	Wave 2:		Wave 2:	
		Employees who prioritize their families can still do well here.	0.668	0.599	0.804	0.825	1505.27 ***	36	311.39 ***	27

* p<.05; ** p<.01; *** p<.001 (two-tailed tests).

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Table S-C: Examining Alternative Mediation Pathways

	Baseline		Work-Time Control		Organizational Supportive Culture		Manager Support	
Panel A: Work-Family Conflict Scale in Wave 2								
Variable:	B	S.E.	B	S.E.	B	S.E.	B	S.E.
Work-Family Conflict Scale in Wave 1	0.651 ***	(0.030)	0.606 ***	(0.031)	0.581 ***	(0.033)	0.631 ***	(0.031)
ROWE	-0.220 ***	(0.060)	0.002	(0.060)	-0.196 ***	(0.057)	-0.222 ***	(0.059)
Change	--	--	-0.477 ***	(0.041)	-0.354 ***	(0.056)	-0.165 ***	(0.036)
Wave 1	--	--	-0.273 ***	(0.044)	-0.355 ***	(0.057)	-0.171 ***	(0.037)
Constant	1.043 ***	(0.099)	2.054 ***	(0.194)	2.456 ***	(0.265)	1.694 ***	(0.185)
Sobel Test for Mediation	--	--	-0.194 ***	(0.031)	-0.041 *	(0.016)	0.002	(0.011)
Percent of Total Effect that is Mediated	--	--	100.8 %		17.5%		0.9%	
Panel B: Negative Work-Family Spillover in Wave 2								
Variable:	B	S.E.	B	S.E.	B	S.E.	B	S.E.
Negative Work-Family Spillover in Wave 1	0.641 ***	(0.034)	0.597 ***	(0.033)	0.577 ***	(0.032)	0.630 ***	(0.034)
ROWE	-0.098 *	(0.039)	0.034	(0.040)	-0.082 *	(0.038)	-0.098 ***	(0.039)
Change	--	--	-0.243 ***	(0.029)	-0.218 ***	(0.038)	-0.125 ***	(0.025)
Wave 1	--	--	-0.167 ***	(0.029)	-0.241 ***	(0.040)	-0.078 ***	(0.025)
Constant	1.056 ***	(0.099)	1.707 ***	(0.146)	2.052 ***	(0.186)	1.351 ***	(0.142)
Sobel Test for Mediation	--	--	-0.106 ***	(0.013)	-0.027 *	(0.010)	0.001	(0.009)
Percent of Total Effect that is Mediated	--	--	147.3 %		24.4%		1.1%	
Panel C: Work-Schedule Fit in Wave 2								
Variable:	B	S.E.	B	S.E.	B	S.E.	B	S.E.
Work-Schedule Fit in Wave 2	0.556 ***	(0.040)	0.469 ***	(0.037)	0.503 ***	(0.042)	0.521 ***	(0.042)
ROWE	0.540 ***	(0.085)	0.097	(0.080)	0.504 ***	(0.085)	0.572 ***	(0.085)
Change	--	--	0.819 ***	(0.066)	0.517 ***	(0.082)	0.261 ***	(0.057)
Wave 1	--	--	0.615 ***	(0.065)	0.358 ***	(0.089)	0.180 ***	(0.061)
Constant	2.105 ***	(0.236)	0.641 **	(0.216)	1.194 ***	(0.335)	1.664 ***	(0.283)
Sobel Test for Mediation	--	--	0.331 ***	(0.052)	0.055 *	(0.024)	-0.006	(0.018)
Percent of Total Effect that is Mediated	--	--	77.4 %		9.8%		1.0%	
Panel D: Time Adequacy in Wave 2								
Variable:	B	S.E.	B	S.E.	B	S.E.	B	S.E.
Time Adequacy in Wave 2	0.685 ***	(0.028)	0.653 ***	(0.028)	0.650 ***	0.030	0.673 ***	0.029
ROWE	0.360 ***	(0.109)	0.001	(0.108)	0.327 **	0.108	0.361 ***	0.109
Change			0.716 ***	(0.088)	0.551 ***	0.097	0.214 **	0.068
Wave 1			0.456 ***	(0.084)	0.496 ***	0.112	0.130	0.076
Constant	1.562 ***	(0.161)	0.284	(0.255)	0.071	0.355	1.182 ***	0.288
Sobel Test for Mediation	--	--	0.298 ***	(0.051)	0.061 *	0.026	-0.023	0.021
Percent of Total Effect that is Mediated	--	--	99.8 %		15.7%		-40.6%	
* p<.05; ** p<.01; *** p<.001 (two-tailed tests).								

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Table S-D, Panel 1: IntraClass Correlation Coefficients for Outcomes at Wave 1 and Wave 2 for Full Sample, ROWE, and Comparison Group, by Teams, Departments, and Divisions

Panel A: Teams (170 Teams, N=630)								
	Wave 1				Wave 2			
Variable	Full Sample	ROWE	Comparison		Full Sample	ROWE	Comparison	
Schedule Control Scale	0.28 ***	0.25 ***	0.20 ***		0.25 ***	0.08	0.18 ***	
Work Family Conflict Scale	0.04	0.03	0.04		0.02	0.00	0.04	
Negative Work to Family Spillover	0.00	0.02	0.00		0.00	0.00	0.00	
Work Schedule Fit	0.04	0.00	0.08		0.06	0.01	0.03	
Time Adequacy	0.01	0.00	0.00		0.01	0.01	0.01	
Panel C: Departments (36 Departments, N=630)								
	Wave 1				Wave 2			
Variable	Full Sample	ROWE	Comparison		Full Sample	ROWE	Comparison	
Schedule Control Scale	0.20 *	0.17 *	0.15 *		0.18 *	0.00	0.09	
Work Family Conflict Scale	0.04	0.01	0.07		0.02	0.00	0.03	
Negative Work to Family Spillover	0.04	0.01	0.04		0.01	0.02	0.00	
Work Schedule Fit	0.04	0.01	0.08		0.06	0.01	0.02	
Time Adequacy	0.00	0.00	0.01		0.01	0.03	0.00	
Panel D: Divisions (10 Divisions, N=630)								
	Wave 1				Wave 2			
Variable	Full Sample	ROWE	Comparison		Full Sample	ROWE	Comparison	
Schedule Control Scale	0.17	0.14	0.09		0.14	0.00	0.04	
Work Family Conflict Scale	0.05	0.02	0.10		0.02	0.02	0.04	
Negative Work to Family Spillover	0.05	0.01	0.05		0.02	0.02	0.01	
Work Schedule Fit	0.05	0.02	0.11		0.04	0.02	0.02	
Time Adequacy	0.03	0.01	0.05		0.02	0.05	0.02	
<i>Note:</i> sample is restricted to units with more than one member and to individuals who completed both waves of the survey. Estimation method is REML.								
* p<.05; ** p<.01; *** p<.001 (two-tailed tests).								

Table S-D, Panel 2: Results from Mixed Models with Level 1 Variables and ROWE Estimating Schedule Control in Wave 2

	Department Level Clustering				Team Level Clustering			
	Random Intercepts Model		Random Intercepts and ROWE Random Effect		Random Intercepts Model		Random Intercepts and ROWE Random Effect	
	Est.	S.E.	Est.	S.E.	Est.	S.E.	Est.	S.E.
Fixed Effect								
Schedule Control in Wave 1	0.569 ***	(0.041)	0.573 ***	(0.042)	0.572 ***	(0.042)	0.572 ***	(0.042)
ROWE	0.401 ***	(0.092)	0.402 ***	(0.094)	0.377 ***	(0.097)	0.377 ***	(0.097)
Women with Children	0.052	(0.127)	0.051	(0.127)	0.039	(0.127)	0.039	(0.127)
Women without Children	0.049	(0.089)	0.050	(0.089)	0.057	(0.089)	0.057	(0.089)
Men with Children	0.269 *	(0.116)	0.267 *	(0.116)	0.252 *	(0.117)	0.252 *	(0.117)
Age 30-39	0.100	(0.068)	0.102	(0.068)	0.089	(0.069)	0.089	(0.069)
Age 40-60	0.048	(0.093)	0.051	(0.093)	0.037	(0.094)	0.037	(0.094)
Exempt	-0.079	(0.132)	-0.076	(0.132)	-0.100	(0.132)	-0.100	(0.132)
Income	0.017	(0.021)	0.016	(0.021)	0.017	(0.021)	0.017	(0.021)
Tenure	0.016	(0.009)	0.016	(0.009)	0.018 *	(0.009)	0.018 *	(0.009)
Manager	-0.190 *	(0.076)	-0.189 *	(0.076)	-0.204 **	(0.076)	-0.204 **	(0.076)
Senior Manager and up	-0.100	(0.100)	-0.099	(0.100)	-0.096	(0.101)	-0.096	(0.101)
Total Hours	-0.009 *	(0.004)	-0.009 *	(0.004)	-0.010 *	(0.004)	-0.010 *	(0.004)
Job Demands	-0.067	(0.060)	-0.065	(0.060)	-0.059	(0.060)	-0.059	(0.060)
Decision Authority	0.129 *	(0.062)	0.128 *	(0.062)	0.136 *	(0.062)	0.136 *	(0.062)
Skill Discretion	-0.036	(0.075)	-0.037	(0.075)	-0.047	(0.075)	-0.047	(0.075)
Life Change within 6 months	0.015	(0.072)	0.016	(0.072)	0.019	(0.071)	0.019	(0.071)
Job Change within 6 months	0.039	(0.078)	0.037	(0.078)	0.035	(0.078)	0.035	(0.078)
Women with Children*ROWE	0.006	(0.159)	0.008	(0.159)	0.021	(0.159)	0.021	(0.159)
Women without Children*ROWE	0.131	(0.131)	0.128	(0.131)	0.126	(0.130)	0.126	(0.130)
Men with Children*ROWE	-0.348 *	(0.151)	-0.342 *	(0.151)	-0.305 *	(0.152)	-0.305 *	(0.152)
Intercept	1.568 ***	(0.300)	1.550 ***	(0.301)	1.572 ***	(0.306)	1.572 ***	(0.306)
Random Effect								
ROWE	---	---	0.053	(0.181)	---	---	0.001	(0.003)
Intercept	0.050 ***	(0.006)	0.047 ***	(0.000)	0.122 ***	(0.047)	0.123 ***	(0.047)
Residual	0.624 ***	(0.019)	0.623 ***	(0.023)	0.598 ***	(0.021)	0.598 ***	(0.021)
Team Level Variation Explained	85.97%		86.77%		70.31%		70.06%	
Individual Level Variation Explained	16.56%		16.69%		15.25%		15.25%	
N	608		608		608		608	
Groups N	35		35		168		168	
Log-Likelihood	-589.757	24 df	-589.694	25 df	-587.01	24 df	-716.087	25 df
BIC	1332.554		1338.806		1327.061		1451.434	

Note: sample is restricted to units with more than one member and to individuals who completed both waves of the survey. Estimation method is REML.

* p<.05; ** p<.01; *** p<.001 (two-tailed tests).

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Table S-E, Panel 1: Treatment Effects Models Estimating Effects of ROWE on Schedule Control and Work-Family Interface, net of Lagged Dependent Variable, with Selection into ROWE Regression

	Schedule Control in Wave 2			Work-Family Conflict in Wave 2			Work-Family Spillover in Wave 2			Work-Schedule Fit in Wave 2			Time Adequacy in Wave 2		
Variable:	B		S.E.	B		S.E.	B		S.E.	B		S.E.	B		S.E.
Outcome Model															
Lagged Dependent Variable	0.603	***	(0.039)	0.652	***	(0.031)	0.647	***	(0.035)	0.546	***	(0.041)	0.694	***	(0.028)
ROWE	0.415	***	(0.098)	-0.193	*	(0.096)	-0.097	**	(0.031)	0.430	*	(0.145)	0.376	*	(0.183)
Constant	1.281	***	(0.119)	0.982	***	(0.102)	1.011	***	(0.101)	2.218	***	0.245	1.531	***	(0.183)
Selection Regression (into ROWE)															
Male VP	-0.590	***	(0.166)	-0.605	***	(0.167)	-0.588	***	(0.167)	-0.638	***	(0.167)	-0.587	***	(0.167)
VP Age	0.054	*	(0.021)	0.051	*	(0.021)	0.054	*	(0.021)	0.053	*	(0.021)	0.051	*	(0.021)
VP Tenure	-0.028	**	(0.011)	-0.026	*	(0.010)	-0.024	*	(0.010)	-0.027	**	(0.010)	-0.026	*	(0.010)
Average Age of Dept.	-0.001		(0.049)	0.005		(0.049)	-0.003		(0.049)	-0.005		(0.049)	0.006		(0.048)
Average Tenure of Dept.	0.171		(0.104)	0.168		(0.104)	0.198		(0.108)	0.177		(0.105)	0.173		(0.104)
Dept. % Female	0.020	*	(0.008)	0.018	*	(0.008)	0.020	*	(0.008)	0.019	*	(0.008)	0.018	*	(0.008)
Dept. % with Children	-0.011		(0.013)	-0.011		(0.013)	-0.011		(0.013)	-0.011		(0.013)	-0.011		(0.013)
Dept. Average Leadership Support	-1.075	*	(0.546)	-0.973		(0.558)	-1.133		(0.558)	-1.030		(0.551)	-1.022		(0.549)
Dept. Average Job Demands	1.940	**	(0.630)	1.918	**	(0.637)	1.929	**	(0.638)	2.012	***	(0.631)	1.877	**	(0.632)
Dept. Average Hours of Work	-0.077	*	(0.037)	-0.075	*	(0.037)	-0.072	*	(0.036)	-0.083	*	(0.037)	-0.076	*	(0.037)
Dept. Average Schedule Control	2.270	***	(0.590)	2.240	***	(0.575)	2.242	***	(0.570)	2.281	***	(0.577)	2.254	***	(0.581)
Intercept	-7.943	*	(3.438)	-8.228	*	(3.388)	-7.934	*	(3.445)	-7.848	*	(3.388)	-7.981	*	(3.420)
N	609			591			587			602			596		
Rho	-0.037		(0.114)	-0.125		(0.097)	-0.124		(0.097)	0.120		(0.095)	0.011		(0.101)
Sigma	-0.463	***	(0.030)	-0.323	***	(0.030)	-0.710	***	(0.033)	0.056		(0.034)	0.296	***	(0.035)
Wald Rho Test	0.130		1 df	1.71		1 df	1.44		1 df	1.42		1 df	0.01		1 df
* p<.05; ** p<.01; *** p<.001 (two-tailed tests).															

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Table S-E, Panel 2: Treatment Effects Models Estimating Effects of ROWE on Schedule Control and ROWE and Schdule Control on the Work-Family Interface with Selection into ROWE Regression													
	Schedule Control in Wave 2			Work-Family Conflict in Wave 2		Work-Family Spillover in Wave 2		Work-Schedule Fit in Wave 2		Time Adequacy in Wave 2			
Variable:	B	S.E.	Variable:		S.E.	B	S.E.	B	S.E.	B	S.E.		
Outcome Model													
Lagged Dependent Variable	0.558 ***	(0.046)	Lagged Dependent Variable	0.530 ***	(0.038)	0.575 ***	(0.036)	0.429 ***	(0.038)	0.607 ***	(0.032)		
ROWE	0.459 ***	(0.120)	ROWE	0.088	(0.112)	0.071	(0.089)	-0.216	(0.167)	0.077	(0.212)		
Women with Children	0.050	(0.123)	Schedule Control Change	-0.442 ***	(0.043)	-0.215 ***	(0.031)	0.820 ***	(0.065)	0.713 ***	(0.088)		
Women without Children	0.052	(0.087)	Schedule Control in Wave 1	-0.258 ***	(0.054)	-0.119 ***	(0.039)	0.647 ***	(0.075)	0.418 ***	(0.100)		
Men with Children	0.274 *	(0.113)	Women with Children	-0.077	(0.089)	0.002	(0.064)	-0.081	(0.118)	-0.241	(0.174)		
Age 30-39	0.092	(0.067)	Women without Children	-0.110	(0.071)	0.004	(0.048)	-0.091	(0.095)	0.218	(0.132)		
Age 40-60	0.049	(0.091)	Men with Children	0.002	(0.088)	-0.115	(0.060)	-0.060	(0.111)	-0.234	(0.162)		
Exempt	-0.073	(0.147)	Age 30-39	0.083	(0.074)	0.034	(0.054)	0.044	(0.103)	-0.150	(0.140)		
Income	0.017	(0.023)	Age 40-60	0.064	(0.096)	0.070	(0.070)	-0.185	(0.128)	-0.282	(0.190)		
Tenure	0.016	(0.009)	Exempt	-0.182	(0.125)	-0.039	(0.126)	0.539 ***	(0.165)	0.369	(0.265)		
Manager	-0.195 *	(0.075)	Income	-0.023	(0.021)	-0.030	(0.016)	-0.010	(0.030)	0.045	(0.045)		
Senior Manager and up	-0.105	(0.093)	Tenure	0.002	(0.010)	0.002	(0.007)	-0.033 *	(0.013)	-0.025	(0.020)		
Total Hours	-0.009 *	(0.004)	Manager	0.113	(0.081)	0.109 *	(0.055)	-0.019	(0.112)	-0.026	(0.148)		
Job Demands	-0.069	(0.060)	Senior Manager and up	0.229 *	(0.096)	0.120	(0.068)	0.189	(0.145)	-0.074	(0.199)		
Decision Authority	0.137 *	(0.064)	Life Change within 6 months	0.039	(0.079)	0.081	(0.056)	-0.150	(0.109)	-0.357 *	(0.140)		
Skill Discretion	-0.036	(0.082)	Job Change within 6 months	0.060	(0.086)	0.034	(0.066)	-0.251 *	(0.125)	-0.397 **	(0.134)		
Life Change within 6 months	0.007	(0.067)	Manager Support	-0.028	(0.031)	0.009	(0.023)	-0.065	(0.046)	-0.076	(0.058)		
Job Change within 6 months	0.039	(0.075)	Supportive Organizational Culture	-0.163 ***	(0.050)	-0.131 ***	(0.037)	0.051	(0.072)	0.269 **	(0.098)		
Women with Children*ROWE	0.011	(0.154)	Constant	2.870 ***	(0.294)	2.067 ***	(0.203)	1.229 ***	(0.327)	0.131	(0.479)		
Women without Children*ROWE	0.130	(0.127)											
Men with Children*ROWE	-0.352 *	(0.145)											
Constant	1.565 ***	(0.299)											
Selection Regression (into ROWE)													
Male VP	-0.652 ***	(0.170)	Male VP	-0.619 ***	(0.168)	-0.607 ***	(0.169)	-0.664 ***	(0.161)	-0.609 ***	(0.171)		
VP Age	0.053 *	(0.021)	VP Age	0.050 *	(0.021)	0.052 *	(0.021)	0.050 *	(0.020)	0.050 *	(0.021)		
VP Tenure	-0.031 **	(0.011)	VP Tenure	-0.029 **	(0.011)	-0.027 **	(0.010)	-0.030 **	(0.010)	-0.028 **	(0.010)		
Average Age of Dept.	-0.001	(0.050)	Average Age of Dept.	0.008	(0.049)	0.001	(0.049)	-0.007	(0.046)	0.007	(0.049)		
Average Tenure of Dept.	0.171	(0.106)	Average Tenure of Dept.	0.167	(0.104)	0.187	(0.107)	0.182	(0.099)	0.169	(0.105)		
Dept. % Female	0.020 *	(0.008)	Dept. % Female	0.019 *	(0.008)	0.020 *	(0.008)	0.020 **	(0.007)	0.018 *	(0.008)		
Dept. % with Children	-0.010	(0.013)	Dept. % with Children	-0.011	(0.013)	-0.010	(0.013)	-0.012	(0.011)	-0.010	(0.013)		
Dept. Average Leadership Support	-1.272 *	(0.572)	Dept. Average Leadership Support	-1.094 *	(0.575)	-1.321 *	(0.588)	-1.189 *	(0.539)	-1.177 *	(0.576)		
Dept. Average Job Demands	1.950 **	(0.634)	Dept. Average Job Demands	1.903 **	(0.633)	1.849 **	(0.630)	2.066 ***	(0.594)	1.847 **	(0.635)		
Dept. Average Hours of Work	-0.068	(0.037)	Dept. Average Hours of Work	-0.073 *	(0.037)	-0.071 *	(0.036)	-0.080 *	(0.035)	-0.073 *	(0.037)		
Dept. Average Schedule Control	2.270 ***	(0.583)	Dept. Average Schedule Control	2.230 ***	(0.568)	2.242 ***	(0.563)	2.320 ***	(0.531)	2.255 ***	(0.576)		
Intercept	-7.550 *	(3.440)	Intercept	-7.815 *	(3.383)	-7.036 *	(3.521)	-7.453 *	(3.236)	-7.469 *	(3.440)		
N	589			580		578		590		584			
Rho	-0.081	(0.116)		-0.198	(0.113)	-0.163	(0.127)	0.365 **	(0.123)	0.047	(0.115)		
Sigma	-0.490 ***	(0.029)		-0.430 ***	(0.032)	-0.782 ***	(0.034)	-0.090 **	(0.034)	0.200 ***	(0.032)		
Wald Rho Test	0.550	1 df		2.92	1 df	1.77	1 df	9.2 **	1 df	0.16	1 df		
* p<.05; ** p<.01; *** p<.001 (two-tailed tests).													

* p<.05; ** p<.01; *** p<.001 (two-tailed tests).

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Table S-E, Panel 2: Treatment Effects Models Estimating Effects of ROWE on Schedule Control and ROWE and Schedule Control on the Work-Family Interface with Selection into ROWE Regression

	Schedule Control in Wave 2			Work-Family Conflict in Wave 2		Work-Family Spillover in Wave 2		Work-Schedule Fit in Wave 2		Time Adequacy in Wave 2	
Variable:	B	S.E.	Variable:		S.E.	B	S.E.	B	S.E.	B	
Outcome Model											
Lagged Dependent Variable	0.558 ***	(0.046)	Lagged Dependent Variable	0.530 ***	(0.038)	0.575 ***	(0.036)	0.429 ***	(0.038)	0.607 ***	
ROWE	0.459 ***	(0.120)	ROWE	0.088	(0.112)	0.071	(0.089)	-0.216	(0.167)	0.077	
Women with Children	0.050	(0.123)	Schedule Control Change	-0.442 ***	(0.043)	-0.215 ***	(0.031)	0.820 ***	(0.065)	0.713 ***	
Women without Children	0.052	(0.087)	Schedule Control in Wave 1	-0.258 ***	(0.054)	-0.119 ***	(0.039)	0.647 ***	(0.075)	0.418 ***	
Men with Children	0.274 *	(0.113)	Women with Children	-0.077	(0.089)	0.002	(0.064)	-0.081	(0.118)	-0.241	
Age 30-39	0.092	(0.067)	Women without Children	-0.110	(0.071)	0.004	(0.048)	-0.091	(0.095)	0.218	
Age 40-60	0.049	(0.091)	Men with Children	0.002	(0.088)	-0.115	(0.060)	-0.060	(0.111)	-0.234	
Exempt	-0.073	(0.147)	Age 30-39	0.083	(0.074)	0.034	(0.054)	0.044	(0.103)	-0.150	
Income	0.017	(0.023)	Age 40-60	0.064	(0.096)	0.070	(0.070)	-0.185	(0.128)	-0.282	
Tenure	0.016	(0.009)	Exempt	-0.182	(0.125)	-0.039	(0.126)	0.539 ***	(0.165)	0.369	
Manager	-0.195 *	(0.075)	Income	-0.023	(0.021)	-0.030	(0.016)	-0.010	(0.030)	0.045	
Senior Manager and up	-0.105	(0.093)	Tenure	0.002	(0.010)	0.002	(0.007)	-0.033 *	(0.013)	-0.025	
Total Hours	-0.009 *	(0.004)	Manager	0.113	(0.081)	0.109 *	(0.055)	-0.019	(0.112)	-0.026	
Job Demands	-0.069	(0.060)	Senior Manager and up	0.229 *	(0.096)	0.120	(0.068)	0.189	(0.145)	-0.074	
Decision Authority	0.137 *	(0.064)	Life Change within 6 months	0.039	(0.079)	0.081	(0.056)	-0.150	(0.109)	-0.357 *	
Skill Discretion	-0.036	(0.082)	Job Change within 6 months	0.060	(0.086)	0.034	(0.066)	-0.251 *	(0.125)	-0.397 **	
Life Change within 6 months	0.007	(0.067)	Manager Support	-0.028	(0.031)	0.009	(0.023)	-0.065	(0.046)	-0.076	
Job Change within 6 months	0.039	(0.075)	Supportive Organizational Culture	-0.163 ***	(0.050)	-0.131 ***	(0.037)	0.051	(0.072)	0.269 **	
Women with Children*ROWE	0.011	(0.154)	Constant	2.870 ***	(0.294)	2.067 ***	(0.203)	1.229 ***	(0.327)	0.131	
Women without Children*ROWE	0.130	(0.127)									
Men with Children*ROWE	-0.352 *	(0.145)									
Constant	1.565 ***	(0.299)									
Selection Regression (into ROWE)											
Male VP	-0.652 ***	(0.170)	Male VP	-0.619 ***	(0.168)	-0.607 ***	(0.169)	-0.664 ***	(0.161)	-0.609 ***	
VP Age	0.053 *	(0.021)	VP Age	0.050 *	(0.021)	0.052 *	(0.021)	0.050 *	(0.020)	0.050 *	
VP Tenure	-0.031 **	(0.011)	VP Tenure	-0.029 **	(0.011)	-0.027 **	(0.010)	-0.030 **	(0.010)	-0.028 **	
Average Age of Dept.	-0.001	(0.050)	Average Age of Dept.	0.008	(0.049)	0.001	(0.049)	-0.007	(0.046)	0.007	
Average Tenure of Dept.	0.171	(0.106)	Average Tenure of Dept.	0.167	(0.104)	0.187	(0.107)	0.182	(0.099)	0.169	
Dept. % Female	0.020 *	(0.008)	Dept. % Female	0.019 *	(0.008)	0.020 *	(0.008)	0.020 **	(0.007)	0.018 *	
Dept. % with Children	-0.010	(0.013)	Dept. % with Children	-0.011	(0.013)	-0.010	(0.013)	-0.012	(0.011)	-0.010	
Dept. Average Leadership Support	-1.272 *	(0.572)	Dept. Average Leadership Support	-1.094 *	(0.575)	-1.321 *	(0.588)	-1.189 *	(0.539)	-1.177 *	
Dept. Average Job Demands	1.950 **	(0.634)	Dept. Average Job Demands	1.903 **	(0.633)	1.849 **	(0.630)	2.066 ***	(0.594)	1.847 **	
Dept. Average Hours of Work	-0.068	(0.037)	Dept. Average Hours of Work	-0.073 *	(0.037)	-0.071 *	(0.036)	-0.080 *	(0.035)	-0.073 *	
Dept. Average Schedule Control	2.270 ***	(0.583)	Dept. Average Schedule Control	2.230 ***	(0.568)	2.242 ***	(0.563)	2.320 ***	(0.531)	2.255 ***	
Intercept	-7.550 *	(3.440)	Intercept	-7.815 *	(3.383)	-7.036 *	(3.521)	-7.453 *	(3.236)	-7.469 *	
N	589			580		578		590		584	
Rho	-0.081	(0.116)		-0.198	(0.113)	-0.163	(0.127)	0.365 **	(0.123)	0.047	
Sigma	-0.490 ***	(0.029)		-0.430 ***	(0.032)	-0.782 ***	(0.034)	-0.090 **	(0.034)	0.200 ***	
Wald Rho Test	0.550	1 df		2.92	1 df	1.77	1 df	9.2 **	1 df	0.16	
* p<.05; ** p<.01; *** p<.001 (two-tailed tests).											

* p<.05; ** p<.01; *** p<.001 (two-tailed tests).

Table S-F, Panel 1: Change Score Regression Results Estimating Change in Schedule Control		
Variable:	B	S.E.
ROWE	0.252 **	(0.080)
Total Hours Change	-0.009	(0.004)
Job Demands Change	-0.171 *	(0.066)
Decision Authority Change	0.110	(0.064)
Skill Discretion Change	0.221 *	(0.087)
Life Change within 6 months	-0.017	(0.065)
Job Change within 6 months	0.036	(0.078)
Women with Children*ROWE	-0.011	(0.126)
Women without Children*ROWE	0.091	(0.111)
Men with Children*ROWE	-0.221 *	(0.111)
Constant	0.095 *	(0.041)
N	608	
R-squared	0.0875	
* p<.05; ** p<.01; *** p<.001 (two-tailed tests).		

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Table S-F, Panel 2: Change Score Regression Results Estimating Change in the Work-Family Interface

	Change in Work-Family Conflict				Change in Negative Work-Family Spillover				Change in Work-Schedule Fit				Change in Time Adequacy			
Variable:	B	S.E.	B	S.E.	B	S.E.	B	S.E.	B	S.E.	B	S.E.	B	S.E.	B	S.E.
ROWE	-0.244 ***	(0.066)	-0.142 *	(0.061)	-0.172 ***	(0.045)	-0.119 **	(0.043)	0.604 ***	(0.099)	0.398 ***	(0.091)	0.444 ***	(0.120)	0.263 *	(0.118)
Work-Time Control Change			-0.331 ***	(0.047)			-0.153 ***	(0.033)			0.657 ***	(0.074)			0.464 ***	(0.095)
Life Change within 6 months			-0.039	(0.085)			0.089	(0.062)			-0.138	(0.136)			-0.119	(0.168)
Job Change within 6 months			0.060	(0.090)			0.037	(0.066)			-0.130	(0.142)			-0.479 **	(0.167)
Manager Support Change			-0.077 *	(0.036)			-0.067 **	(0.025)			0.111 *	(0.051)			0.099	(0.064)
Organizational Supportive Culture Change			-0.107	(0.059)			-0.033	(0.041)			0.261 ***	(0.076)			0.218 *	(0.104)
Constant	-0.035	(0.044)	-0.031	(0.047)	0.049	(0.030)	0.027	(0.032)	-0.263 ***	(0.066)	-0.242 ***	(0.067)	-0.079	(0.078)	0.017	(0.089)
N	590		590		586		586		599		599		596		596	
R-Squared	0.023		0.134		0.025		0.091		0.058		0.245		0.023		0.106	
Sobel Test for Mediation	--	--	-0.071 ***	(0.021)	--	--	-0.033 **	(0.011)	--	--	0.146 ***	(0.040)	--	--	0.102 **	(0.032)
Percent of Total Effect that is Mediated	--	--	33.42%		--	--	21.91%		--	--	26.82%		--	--	27.89%	
* p<.05; ** p<.01; *** p<.001 (two-tailed tests).																

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